

Department of the Army
Headquarters, U.S. Army
Sustainment Command
1 Rock Island Arsenal
Rock Island, IL 61299-6500

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13 Jul 07

Civilian Personnel

RECRUITMENT PROCEDURES FOR
NATIONAL SECURITY PERSONNEL SYSTEM (NSPS) POSITIONS
WITHIN THE ARMY SUSTAINMENT COMMAND (ASC)

Applicability. This regulation applies to positions covered under the NSPS for all Headquarters (HQ) ASC organizations and subordinate activities. At the time the position falls under NSPS, NSPS rules will apply. Employees currently under non-NSPS systems are eligible to apply for NSPS positions.

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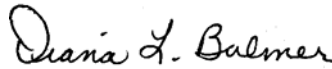
Supplementation. Supplementation of this regulation is prohibited without prior approval from the proponent.

Proponent. The proponent is the Assistant Chief of Staff for Human Resource Management, G-1. Users may send comments/recommendations to HQ ASC (AMSAS-HR), 1 Rock Island Arsenal, Rock Island, IL 61299-6500, e-mail rock-amsas-hrc@conus.army.mil.

Distribution. Approved for electronic distribution from the ASC Pubs Web page <http://www.aschq.army.mil/im/rcdsmgt/pubs.htm>.

Superseded publications*. Policy #57 (28 Jul 03), Policy #70 (8 Dec 05), and all changes thereto. (Note: for non-NSPS positions, see ASC Policy 690-12, 8 Jun 07).

FOR THE COMMANDER:


DIANA L. BALMER
Chief of Staff

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1. Purpose. This document summarizes ASC Human Resources (HR) guidance for positions under NSPS. This guidance is not meant to be all encompassing, but will be used to guide HR activities across ASC. This guidance is in addition to guidance which may be provided by Army, Army Commands (ACOMs), career program managers, as well as any hiring restrictions imposed by the Secretary of the Army and Vice Chief of Staff of the Army.

2. References.

a. Title 5, United States Code, Government Organization and Employees.

b. Title 5, Code of Federal Regulations, Administrative Personnel.

c. DoDD 1400-25, DoD Civilian Personnel Management System.

3. Responsibilities.

a. Supervisor. The selection and hiring of new employees are fundamental supervisory responsibilities, and are critical to the accomplishment of the ASC mission. At all grade levels, supervisors are responsible for making recruitment decisions, and will be held accountable for the application of merit principles, the application of Equal Employment Opportunity (EEO) principles, and integrity in all aspects of the selection process. All supervisors will have a standard performance objective related to leadership which specifically addresses adherence to EEO and Merit Principles. All actions taken under the NSPS Merit Promotion Program, including identification, qualification, evaluation, and selection of candidates, shall be made without regard to race, color, religion, age, gender,

national origin, political affiliation, disability, sexual orientation, marital or family status, or other prohibited differences and shall be based only on job-related criteria.

b. Selecting Official. The first-line supervisor of the position being filled. The selecting official will determine the area of consideration and selection methods to recruit for their positions, develop screening criteria, appoint the screening panel, evaluate candidates, and make final selections. The selecting official is responsible for meeting with the screening panel when required to discuss the screening criteria to ensure panel members fully understand the questions and rating levels and that they understand that they are prohibited from disclosing any screening criteria, panel deliberations, or recommendations. Timeframes for completing the screening process should also be discussed at that time.

c. Reviewing Official. The second-line leader/supervisor of the position being filled. This is normally the senior rater of the position. It is recommended that reviewing officials review screening criteria for all positions, but they are required to review and recommend approval of the screening criteria for all pay band 3 (target grade) positions in the Professional/Analytical and Supervisor/Manager Pay Schedules of the Standard Career Group and the Professional and Supervisor/Manager Pay Schedules of the Scientific/Engineering Career Group, and other equivalent bands prior to submitting to the Commanding General (CG), ASC for approval.

d. Approving Official. The individual authorized to make the final decision on selection. The approving official assures that the selected candidate is the best candidate available, that the integrity of this process has been maintained, and that the selection is fully within the spirit, intent, and mandates of these business rules.

(1) The Commanding General (CG) is the approving official for all selections and reassignments to pay band 3 positions in the Professional/Analytical and Supervisor/Manager Pay Schedules of the Standard Career Group, Professional and Supervisor/Manager Pay Schedules of the Scientific/Engineering Career Group, and other equivalent bands throughout the command. Any exceptions to this procedure require the CG's explicit written approval. Pay band 3 position requiring higher HQ approval must be approved by the CG prior to forwarding.

(2) For selections below pay band 3 (target grade) in the Professional/Analytical and Supervisor/Manager Pay Schedules of the Standard Career Group; Professional and Supervisor Pay Schedules of the Scientific/Engineering Career Group; and all bands of the Technician/Support Pay Schedules in both career groups, and other equivalent bands within the HQ ASC, the G-staff directors/SES directors are the approving officials for their organizations and the Chief of Staff for the command staff positions. Should the Chief of Staff or directors be the selecting official, the approver will be the next higher person in the rating chain (this person will also be the reviewer).

(3) For subordinate organizations, the commander or activity head will be the approving official for selections below pay band 3 (target grade). In some cases, the commander may be the reviewing and approving official. Commanders and activity heads may delegate this approval to the next lower level.

e. Screening panel. The group of individuals tasked with evaluating resumes, interviewing candidates, and recommending the top rated candidates, based on the pre-approved criteria developed by the selecting official. For positions below pay band 3 (target grade) of the Professional/Analytical (YA) and Supervisor/Manager (YC) Pay Schedules of the Standard Career Group and the Professional (YD) and Supervisor/Manager (YF) Pay Schedules of the Scientific/Engineering Career Group, and other equivalent bands, screening panel members are required to be at the same GS equivalent or higher within the band as the position being filled (target band). For positions in pay band 3 (target grade), panel members are generally required to be at the same GS equivalent or higher within the band as the position being filled. However, in some cases exceptions may be granted if requested through HQ ASC, G1, AMSAS-HRC, and coordinated with the Chief of Staff approval. The screening panel may include the selecting official, but will not include the reviewing or approving official. Panel members will be required to sign a statement indicating that they will not disclose any selection-related information.

4. Definitions.

a. Competitive Procedures. A competitive procedure is the selection process required for movement of an employee to a higher band, such as a promotion.

b. Noncompetitive Procedures. Noncompetitive procedures are those which allow movement of an employee without the requirement for formal competition.

c. Promotion. Promotions are the movement of an employee from one pay band to a higher pay band on a permanent basis. Promotions will be made using competitive procedures outlined in para 5. Temporary promotions of 180 days or less will generally be made using the noncompetitive procedures outlined in para 6. Supervisors also have the option to use competitive procedures for temporary promotions.

d. Reassignment. Reassignments are the movement of an employee to a different position or set of duties in the same or comparable pay band on a permanent or temporary basis. Reassignments can be made using either competitive or noncompetitive procedures as outlined in paras 5a and 5b.

(1) Management-directed reassignment. Reassignment initiated or directed by management or through a management-initiated solicitation. These reassignments are normally mission-based. Employee applications to advertised vacancy announcement are not considered to be management directed.

(2) Employee-initiated reassignment. Reassignment action is initiated by the employee including applications for vacant positions through advertised vacancies.

5. Competitive Procedures. A competitive procedure is the selection process required for movement of an employee to a higher band, such as a promotion. See Appendix C for a table which lists pay band movements requiring competition.

a. Competitive procedures apply to:

(1) Permanent promotion to a higher pay band or to position with more promotion potential than any position previously held on a permanent basis in the competitive service. Note: Under NSPS, promotions are the movement of an employee from one pay band to a higher pay band on a permanent basis.

(2) Temporary promotion for more than 180 days to a position in a higher pay band. Prior service during the preceding 12 months under noncompetitive temporary promotions to higher pay-banded positions counts toward the 180 days total.

(a) If competitively selected for a temporary promotion, the employee can be assigned for up to five years.

(b) A temporary promotion may be made permanent without further competition provided the temporary promotion was originally made under competitive procedures and the fact that

the temporary promotion might lead to a permanent promotion was made known to all potential candidates.

(3) Reassignment or reduction in band to a position with more promotion potential than a position previously held on a permanent basis in the competitive service (except as permitted by NSPS Reduction in Force (RIF) regulations). (Note: Under NSPS, reassignments are the movement of an employee to a different position or set of duties in the same or comparable pay band on a permanent or temporary basis.)

(4) Transfer to a position at a higher pay band or with more promotion potential than a position previously held on a permanent basis in the competitive service.

(5) Reinstatement to a permanent or temporary position at a higher pay band or with more promotion potential than a position previously held on a permanent basis in the competitive service.

b. Competitive procedures may be used for within-band movements (reassignments) or temporary promotions of less than 180 days at management discretion. However, whenever possible, the ASC will make maximum use of the noncompetitive procedures to expedite selections to the fullest extent possible.

c. The following procedures will be used for competitive actions for all temporary promotions over 180 days and permanent positions within ASC in pay band 3 (target grade) of the Professional/Analytical and Supervisor/Manager Pay Schedules of the Standard Career Group, the Professional and Supervisor/Manager Pay Schedules of the Scientific/Engineering Career Group, and other equivalent bands:

(1) RESUMIX required and/or desired skills will be selected to identify candidates who meet specific skill sets pre-identified by the selecting official.

(2) The selecting official will also develop formal screening criteria and scoring matrices which will be used to evaluate candidates. The screening criteria will focus on factors relevant to the successful performance of the position. Screening criteria for supervisory positions will include leadership skills, attributes, and experiences supporting EEO. The screening criteria and scoring matrix will be submitted to the appropriate reviewing official (normally 2nd level supervisor), who will forward to AMSAS-HRC, for review. AMSAS-HRC will then route the package through HQ ASC EEO office, AMSAS-EE, for review prior to being submitted to CG for final approval.

(3) Once the CG has approved the recruitment, the screening criteria, and scoring matrix, the RPA can be submitted through normal channels.

(4) The selecting official will establish the screening panel consisting of three members, which will include at least one minority and one female member (a minority female can fulfill both requirements). The screening panel may include the selecting official, but will not include the reviewing or approving official. The screening panel is tasked with the responsibility for interviewing candidates and recommending the top three rated candidates, based on the pre-approved criteria developed by the selecting official. Interviews may be via telephone or video teleconference for off-site candidates, but otherwise must be conducted in a consistent manner for all candidates. Fairness and objectivity will be strictly observed and the ratings will be based on information addressed during the interview process. Interviews are not required if the referral list contains only one candidate.

(5) If a tie results in more than three candidates, the panel will recommend more than three candidates to the selecting official. The selecting official will make his/her final selection.

(6) The selecting official may check references if desired, provided the employees concur with supervisory contact on the resume. Questions during the reference check must be job related. The guidance in Appendix D regarding appropriate questions applies. For further guidance, contact ASC G-1, AMSAS-HRC.

(7) The selecting official makes a selection from the best qualified candidates; reasons for selection must be documented.

(8) All pay band 3 selections must be staffed through ASC G-1, AMSAS-HRC, to the ASC EEO office, AMSAS-EE, for review prior to being submitted to CG for final approval as outlined under para 3d.

d. The following procedures will be used for competitive selections for temporary and permanent positions below pay band 3 (target grade) of Professional/Analytical and Supervisor/Manager Pay Schedules of the Standard Career Group and the Professional and Supervisor/Manager Pay Schedules of the Scientific/Engineering Career Group; all bands of the

Technician/Support Pay Schedules in both career groups, and other equivalent bands:

(1) RESUMIX required and/or desired skills will be selected to identify candidates who meet specific skill sets pre-identified by the selecting official.

(2) The selecting official will also develop formal screening criteria and scoring matrices which will be used to evaluate candidates. The screening criteria will focus on factors relevant to the successful performance of the position. Screening criteria for supervisory positions will include leadership skills, attributes, and experiences supporting EEO. The screening criteria and scoring matrix will be submitted to the appropriate reviewing official (normally 2nd level supervisor), who will then forward to AMSAS-HRC, for review and approval for HQ ASC positions or the appropriate S-1 for subordinate organizations.

(3) Once the screening criteria has been approved, the RPA can be submitted through normal channels.

(4) The selecting official will establish the screening panel, which will consist of three members, including at least one minority and/or one female member. The screening panel may include the selecting official, but will not include the reviewing or approving official. The screening panel is tasked with the responsibility for recommending the top three rated candidates, based on the pre-approved screening criteria developed by the selecting official. The selecting official may instruct the screening panel to either (1) review and rate all resumes against the pre-approved criteria and make a recommendation of the top three candidates based on the resumes alone; or (2) review and rate all resumes against the pre-approved criteria, conduct interviews of the top rated candidates, then make recommendation of the top three candidates. Interviews may be via telephone or video teleconference for off-site candidates, but otherwise must be conducted in a consistent manner for all candidates on the list. Fairness and objectivity will be strictly observed and the ratings will be based on information addressed during the interview process.

(5) If a tie results in more than three candidates, the panel will recommend more than three candidates to the selecting official. The selecting official will make the final selection.

(6) The selecting official may check references if desired, provided the employees concur with supervisory contact

on the resume. Questions during the reference check must be job related. The guidance in Appendix D regarding appropriate interview questions applies. For further guidance, contact ASC G-1, AMSAS-HRC.

(7) The selecting official makes selection from the best qualified candidates; reasons for selection must be documented. All selections will be staffed through the approving official as outlined under para 3d.

6. Noncompetitive Procedures. Noncompetitive procedures are those which allow movement of an employee without the requirement for formal competition.

a. Noncompetitive procedures are allowed for:

(1) Within-band movements within the NSPS system.

(2) GS or wage grade employees moving into a comparable NSPS pay band.

(3) Temporary promotions (180 days or less) within the NSPS system.

(4) Special employment programs:

(a) Veterans Recruitment Authority (VRA). Noncompetitive appointments may be made through this authority to qualified veterans to positions equivalent to the GS-11 level in the various pay bands. Many of our veterans through the Always a Soldier Program are hired through this appointing authority.

(b) Student Career Experience Program (SCEP). This program provides experience that is directly related to the student's educational program and career goals. SCEP replaces the Cooperative Education Program (COOP). Agreements developed under this component provide for a schedule of periods of attendance at an accredited school combined with periods of career-related work in a Federal agency.

(c) Student Temporary Employment Program (STEP). This student program provides maximum flexibility to both students and managers because the nature of the work does not have to be related to the student's academic or career goals.

(d) AMC Fellows Program. This program is an AMC five-year developmental program that develops future leaders. The

ASC is required to provide new Fellows requirements to AMC by 31 January of each year.

(e) Federal Career Intern Program (FCIP). This program attracts exceptional men and women to the Federal workforce who have diverse professional experiences, academic training, and competencies, and to prepare them for careers in analyzing and implementing public programs. These positions may be filled non-competitively and must follow all merit principles.

(f) Priority Placement Program (PPP). This program applies primarily to displaced employees and returning overseas employees. Employees registered in the program, if well-qualified, may be eligible for mandatory placement into vacant positions.

(g) Priority consideration. This is a special placement priority given to an eligible candidate who was previously denied consideration due to an administrative error or a law of regulatory violation.

(h) Repromotion eligibility. This is the promotion to a position in a higher pay band previously held on a permanent or term basis in the competitive service from which the employee was separated or demoted for other than performance or conduct reasons.

(i) 30% or more disabled veteran. This is the appointment of an eligible disabled veteran (30% or more). Initial appointment is temporary, followed by conversion and/or promotion provided the position occupied has an established full performance level.

(j) Worker-Trainees. Initial appointment, followed by conversion and/or promotion provided the position has an established full performance level.

(5) Classification-related movements.

(a) Pay band changes/promotions resulting from an employee's position being classified at a higher pay band because of additional duties and responsibilities.

(b) The correction of an initial classification error.

(c) The movement of an employee to a higher pay band resulting from the issuance of a new classification standard.

(6) Other exceptions to competition.

(a) Promotion resulting from previous competitive selection for a position with documented potential to a higher pay band.

(b) Promotion to a higher pay band previously held on a permanent or term basis in the competitive service (or in another merit system with which Office of Personnel Management (OPM) has an approved interchange agreement) from which an employee was separated or demoted for other than performance or conduct reasons.

(c) Promotion, reassignment, reduction in band, transfer, or reinstatement to a position having promotion potential no greater than the potential of a position an employee currently holds or previously held on a permanent basis in the competitive service (or in another merit system which OPM has an approved interchange agreement) and did not lose because of performance or conduct reasons.

(d) Details. Under NSPS, an official personnel action is no longer required to record details, unless the detail crosses Component and/or Agency lines or is needed to temporarily reassign an employee from NSPS to another pay system within the Component, i.e., NSPS to GS.

(e) A position change resulting from reduction in force procedures. These employees are those who are receiving grade or pay retention benefits due to involuntary placement in lower grade or declination of functional transfer and are eligible for repromotion.

(f) The appointment of career SES appointees with competitive service reinstatement eligibility to any position for which they qualify in the competitive service at any salary level.

(g) Appointment or conversion of severely disabled individuals and promotion after conversion provided the position occupied has an established full performance level.

(h) Noncompetitive conversion of students under the Student Education Experience Program (SEEP) and promotion after conversion provided the position has an established full performance level. (All students in same pay band - YP).

(i) Noncompetitive appointment of OPM interchange agreement eligibles, reinstatement eligibles, and Executive Order eligibles.

b. Noncompetitive selections for the special employment programs, classification related movements, and exceptions to competition outlined in paras 6a(4)-6a(6), and management-directed reassignments to the same GS-equivalent grade level do not require solicitations.

c. The following procedures for temporary promotions (180 days or less) will be used:

(1) Solicitations will be sent by e-mail from AMSAS-HRO for HQ ASC positions, and from the S-1 offices for subordinate organizations, to determine interest. Solicitations will allow a minimum of five working days for candidate response.

(2) The selecting official determines the consideration pool to be used for the solicitation. Pools should be of sufficient size to reach a reasonable number of qualified candidates. Pool size will consist of two or more members. When identifying the area of consideration for the pool, the selecting official should also consider the goal of the ASC to develop employment and career opportunities for members of minority groups and persons with disabilities. All of the eligible members of a pool will have an opportunity to be considered. Definition of the pool of consideration is as follows:

(a) If selection is restricted to one branch, the branch is the pool.

(b) If more than one branch of the same division is included, the whole division is the pool.

(c) If the selection crosses division lines in the same directorate, the whole directorate is the pool.

(d) If selection crosses directorate lines, the whole HQ ASC is the pool.

(e) Paras (a) through (d) are based on the HQ ASC structure. The same logic applies to subordinate organizations or parts of organizations with different naming conventions; i.e., team, section, etc.

(3) A standardized method, such as e-mail, will be used to notify the members of the pool of consideration for the vacancy.

(4) Prospective candidates will be allowed to submit their input concerning their eligibility for the position via resumes or other standardized formats.

(5) Reasonable care will be given to afford eligible candidates on temporary duty, on leave, or deployed an opportunity to be considered.

(6) Any employee selected for a temporary promotion of 180 days or less through these procedures will be released for the temporary promotion. Management may deny an employee from taking a temporary (not to exceed 180 days) reassignment to a comparable position/band at the same salary, but only if both the employee's immediate supervisor and second level supervisor agree that releasing the employee would adversely affect mission capability.

(7) Noncompetitive temporary promotions of 180 days or less do not require establishment of selection criteria.

d. For all other noncompetitive selections, the following procedures will be used:

(1) The selecting official must obtain recruitment approval from the CG, HQ ASC, prior to initiation of a Request for Personnel Action (RPA) for positions in pay band 3 (target grade) of the Professional/Analytical (YA) and Supervisor/Manager (YC) Pay Schedules of the Standard Career Group and the Professional (YD) and Supervisor/Manager (YF) Pay Schedules of the Scientific/Engineering Career Group, and other equivalent bands (see Appendix B for Career Groups).

(2) Management officials will identify through job analysis the job-related criteria that will be used to screen and identify the best qualified candidates. Prior to the recruitment action being submitted, the selecting official will develop screening criteria which focuses on the factors relevant to the successful performance of the position. The job analysis shall identify the basic duties and responsibilities of the position filled; the knowledge, skills, and abilities and/or competencies required to perform the duties and responsibilities; and the factors that are important in evaluating the candidate.

(a) Formal screening criteria and the scoring matrix for all pay band 3 (target grade) positions of the Professional/Analytical (YA) and Supervisor/Manager (YC) Pay Schedules of the Standard Career Group and the Professional (YD) and Supervisor/Manager (YF) Pay Schedules of the Scientific/Engineering Career

Group, and other equivalent bands, will be submitted to HQ ASC, Assistant Chief of Staff for Human Resource Management, G1, AMSAS-HRC for approval.

(b) For positions below these pay bands, screening criteria (excluding scoring matrices) will be submitted to ASC G-1, AMSAS-HRC, for HQ ASC positions, and to the S-1 offices for subordinate organizations, for approval.

(3) Solicitations will be sent by e-mail from AMSAS-HRO for HQ ASC positions, and from the S-1 offices for subordinate organizations, to determine interest. Solicitations will allow a minimum of five working days for candidate response.

(a) The selecting official determines the consideration pool to be used for the solicitation. Pools should be of sufficient size to reach a reasonable number of qualified candidates. Pool size will consist of two or more members. When identifying the area of consideration for the pool, the selecting official should also consider the goal of the ASC to develop employment and career opportunities for members of minority groups and persons with disabilities. All of the eligible members of a pool will have an opportunity to be considered. Definition of the pool of consideration is as follows:

<1> If selection is restricted to one branch, the branch is the pool.

<2> If more than one branch of the same division is included, the whole division is the pool.

<3> If the selection crosses division lines in the same directorate, the whole directorate is the pool.

<4> If selection crosses directorate lines, the whole HQ ASC is the pool.

<5> Paras <1> through <4> are based on the HQ ASC structure. The same logic applies to subordinate organizations or parts of organizations with different naming conventions; i.e., team, section, etc.

(b) A standardized method, such as e-mail, will be used to notify the members of the pool of consideration for the vacancy.

(c) Prospective candidates will be allowed to submit their input concerning their eligibility for the position via resumes or other standardized formats.

(d) Reasonable care will be given to afford eligible candidates on temporary duty, on leave, or deployed an opportunity to be considered.

(4) Any employee selected for a temporary reassignment/promotion through these procedures will be released for the temporary promotion. Management may deny an employee from taking a temporary (not to exceed 180 days) reassignment to a comparable position at the same salary, but only if both the employee's immediate supervisor and second level supervisor agree that releasing the employee would adversely affect mission capability.

(5) No paneling or interviews are required under these noncompetitive procedures. The selecting official may appoint a screening panel or make the selection him/herself. However, the screening criteria developed by the selecting official (and the scoring matrix for pay band 3 positions) must be used in evaluating candidates. The selecting official may interview noncompetitive candidates if desired and may also check references, provided the employees concur with supervisory contact on the resume. Questions during the reference check must be job related. The guidance in Appendix D regarding appropriate questions applies. For further guidance, contact ASC G-1, AMSAS-HRC.

(6) The selecting official makes a selection from the best qualified candidates; reasons for selection must be documented. All selections will be staffed through the approving official as outlined under para 3d.

(7) All pay band 3 selections must be staffed through ASC G-1, AMSAS-HRC, to the ASC EEO office, AMSAS-EE, for review prior to being submitted to CG for final approval.

7. Alternate Forms of Competition.

a. Under NSPS, there are alternate forms of competition which do not require vacancy announcements. The purpose of these alternate forms of competition is to reduce or eliminate paperwork while filling positions with highly qualified candidates in a timely manner.

b. Once AMC delegation has been received, selecting officials may use alternate forms of competition outlined below

if approved in advance by the command group as an exception to policy.

(1) Assessment Boards. Assessment boards may convene to assess internal candidates for current and future advancement opportunities based on pre-established criteria.

(2) Exceptional Performance Promotion. An employee whose most recent annual rating of record is a Level 5 performance rating may be promoted to a vacant position in a higher pay band when the vacant position has the same occupational code (or related interdisciplinary/interoccupational code) and similar function as the position the employee held at the time he/she received the Level 5 rating. No vacancy announcement is required.

(3) Alternative Certification. A selecting official may make a by-name request for an individual from current in-service DoD employees. The employee may be selected if ranked within the highest quality group as determined by screening criteria and scoring matrix established for the position. No vacancy announcement is required.

8. Recordkeeping.

a. The screening panel will submit one complete copy of all documents, (i.e., resumes, interview ratings, referral list, etc.), to the selecting official.

b. HQ ASC selecting officials are required to submit a complete copy of all selection packages to HQ ASC, AMSAS-HRO, 1 Rock Island Arsenal, Rock Island, IL 61299-6500, e-mail rock-amsas-hro@conus.army.mil. The selecting officials at subordinate installations/activities are required to submit selection packages for positions that require CG approval (pay band 3 positions) to the address above. All other selection packages at subordinate organizations will be submitted to the appropriate S-1 offices.

c. The organization requesting the position, or the appropriate HR office will, at a minimum, keep on file the following records as applicable to the position:

- Vacancy announcement
- Issued referral list(s) from the Civilian Personnel Operations Center, along with all resumes
- Approved screening criteria
- Approved scoring matrix (pay band 3 positions)

- Panel member composition with Race/National Origin breakout
- Panel member signed, dated certification statements regarding non-disclosure of selection-related information
- Recommended selectee(s) with justification for selection/selection statement
- Signed statement by EEO official indicating selection review (pay band 3 positions)

Appendix A

QUICK REFERENCE TO NSPS RECRUITMENT PROCEDURES

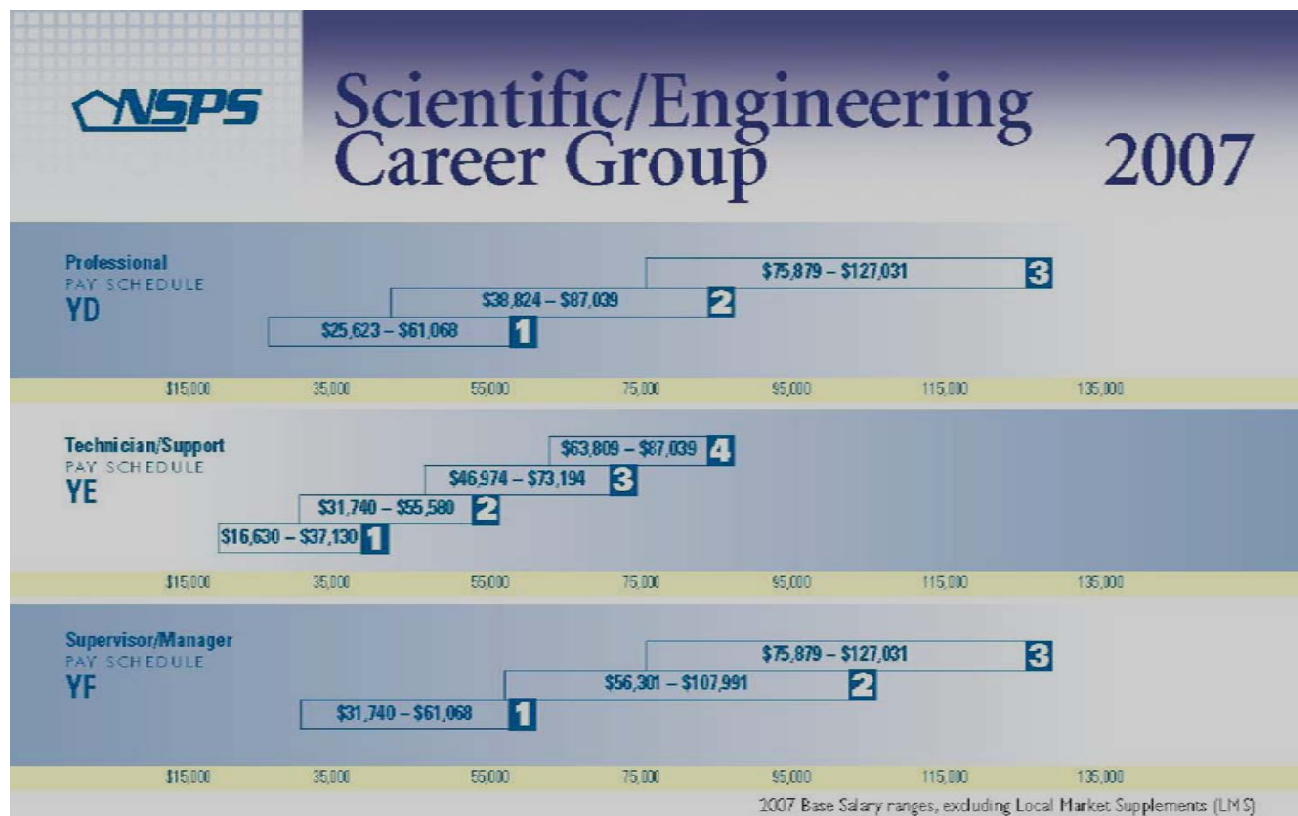
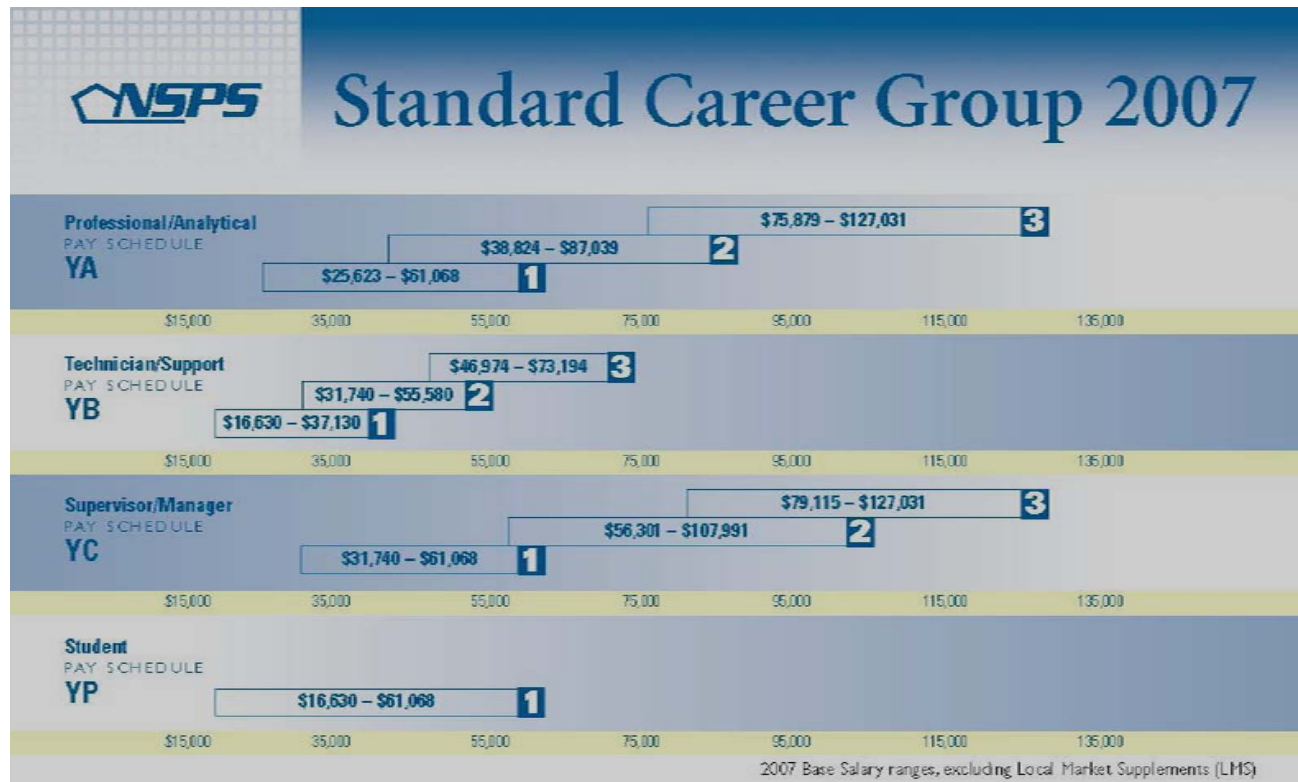
COMPETITIVE PROCEDURES:	Pay Band 3 positions	Positions below pay band 3
Develop RESUMIX required and/or desired skills	x	x
Develop formal screening criteria/scoring matrix:	x	x
Staff through HRC/EEO to CG for approval	x	
Staff through HRC(HQ ASC)/S-1s (subordinate orgs)		x
Obtain CG approval to fill high-grade position	x	
Establish screening panel	x	x
Membership includes female and minority (female can meet both)	x	
Membership includes female or minority		x
Panel convenes to evaluate candidates	x	x
Screening of resumes and interviews required	x	
Screening of resumes required; interviews optional		x
Panel recommends top candidates	x	x
Selecting official makes final selection	x	x
Selection staffed to approving official (G-staff, commander)		x
Selection staffed through approving official to HRC/EEO for command group approval	x	
NON-COMPETITIVE PROCEDURES:	Pay Band 3 positions	Positions below pay band 3
Obtain CG approval to fill high-grade position	x	
Develop formal screening criteria/scoring matrix	x	
Staff through HRC for approval	x	
Develop screening criteria only		x
Staff through HRC(HQ ASC)/S-1s (subordinate orgs) for approval		x
Solicitation request sent to designated area of consideration	x	x
Screening panel optional	x	x
Screening of resumes using screening criteria required (by either selecting official or panel)	x	x
Interviews optional	x	x
Selecting official makes final selection	x	x
Selection staffed to approving official (G-staff, commander)		x
Selection staffed through approving official to HRC/EEO for command group approval	x	

NOTES:

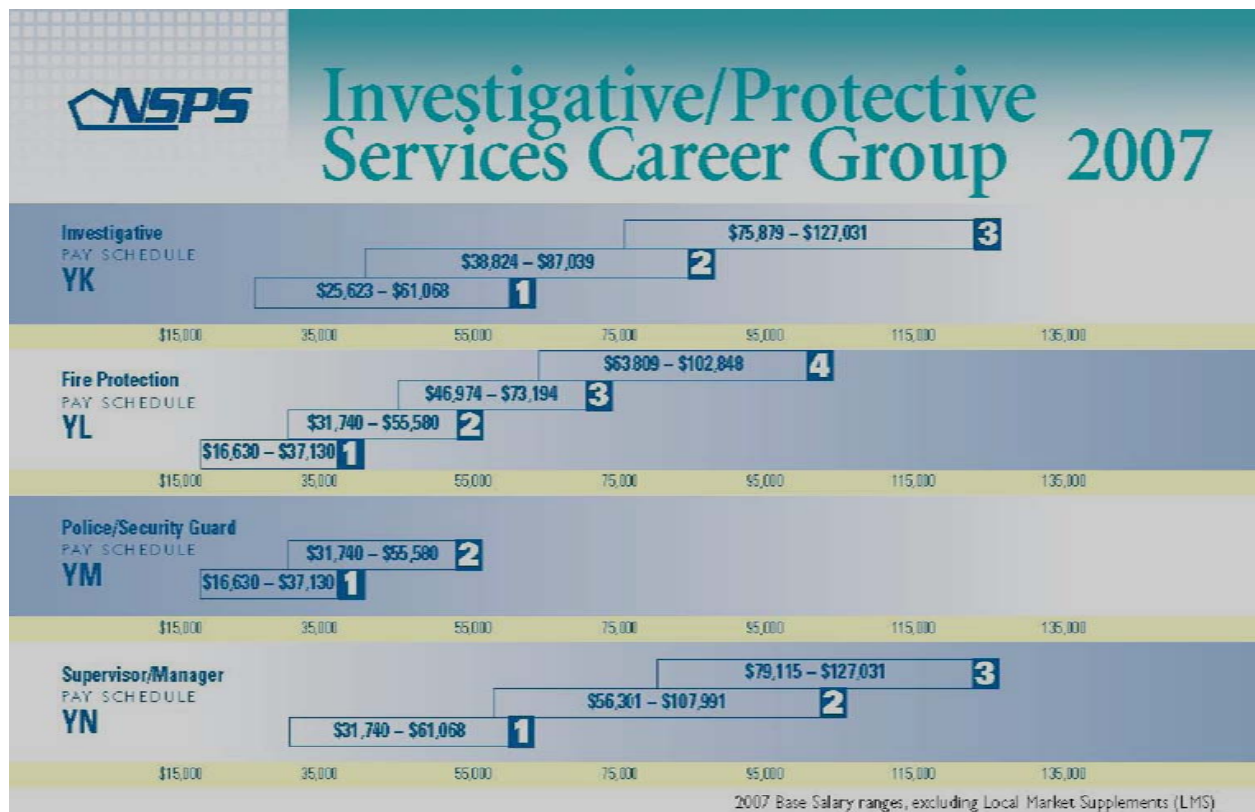
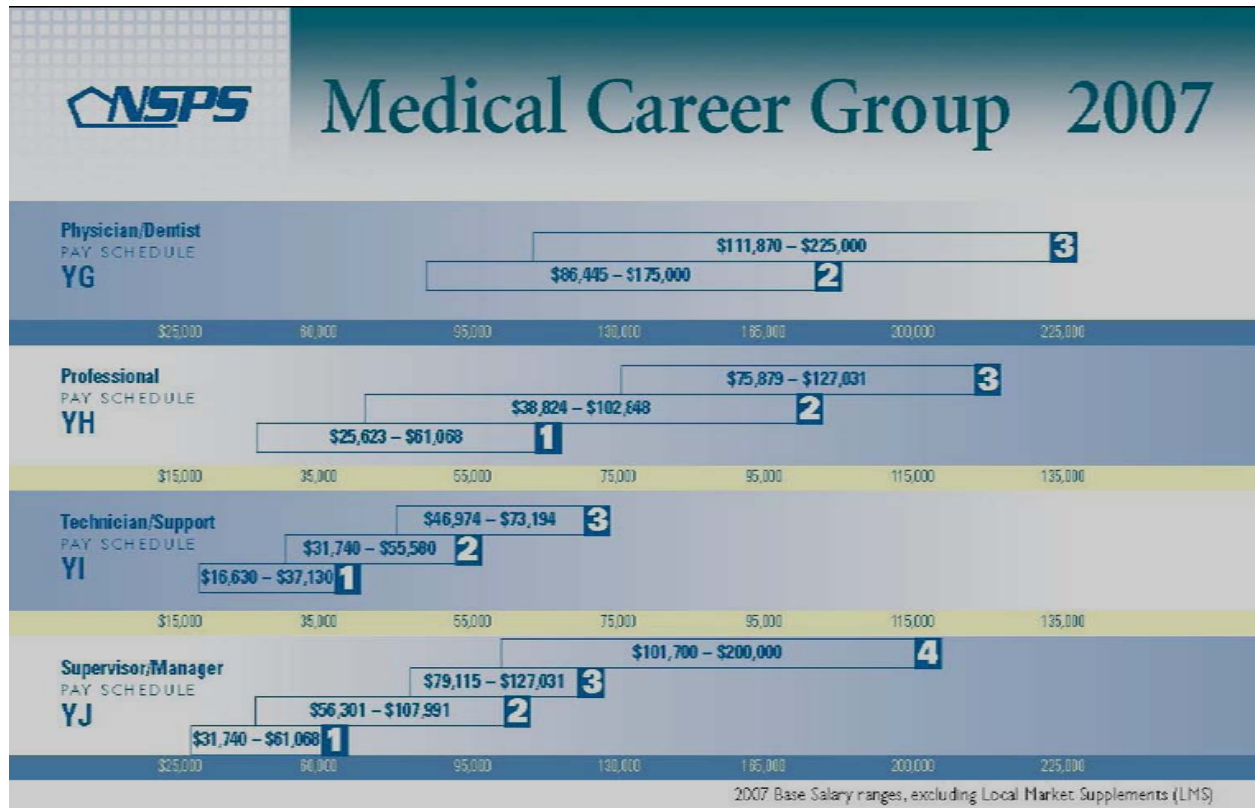
See para 6b for specific cases which do not require solicitation.

Noncompetitive temporary promotions of 180 days or less do not require establishment of selection criteria.

Appendix B NSPS CAREER GROUPS



Appendix B (cont)



Appendix C

BAND MOVEMENTS REQUIRING COMPETITIVE PROCEDURES

DoD 1400.25-M

SC1950 AP2. APPENDIX 2 TO SUBCHAPTER 1950COMPETITIVE MOVEMENT WITHIN AND ACROSS CAREER GROUPS
(STANDARD AND ENGINEERING/SCIENTIFIC)

Position

To ► From ▼	YA1	YA2	YA3	YB1	YB2	YB3	YC1	YC2	YC3	YD1	YD2	YD3	YE1	YE2	YE3	YE4	YF1	YF2	YF3
YA1+	N	N	Y	N	N	N	N	N	Y	N	N	Y	N	N	N	N	N	N	Y
YA2	N	N	Y	N	N	N	N	N	Y	N	N	Y	N	N	N	N	N	N	Y
YA3	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
YB1	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
YB2	Y	Y	Y	N	N	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N	Y	Y
YB3	Y	Y	Y	N	N	N	N	Y	Y	Y	Y	Y	N	N	N	Y	N	Y	Y
YC1	Y	Y	Y	N	N	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N	Y	Y
YC2	N	N	Y	N	N	N	N	N	Y	N	N	Y	N	N	N	N	N	N	Y
YC3	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
YD1+	N	N	Y	N	N	N	N	N	Y	N	N	Y	N	N	N	N	N	N	Y
YD2	N	N	Y	N	N	N	N	N	Y	N	N	Y	N	N	N	N	N	N	Y
YD3	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
YE1	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y
YE2	Y	Y	Y	N	N	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N	Y	Y
YE3	Y	Y	Y	N	N	N	N	Y	Y	Y	Y	Y	N	N	N	Y	N	Y	Y
YE4	Y	Y	Y	N	N	N	N	Y	Y	Y	Y	Y	N	N	N	N	N	Y	Y
YF1	Y	Y	Y	N	N	Y	N	Y	Y	Y	Y	Y	N	N	Y	Y	N	Y	Y
YF2	N	N	Y	N	N	N	N	N	Y	N	N	Y	N	N	N	N	N	N	Y
YF3	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N

*Note: Recruitment for positions in these bands should always be targeted to a full performance level of at least the next higher pay band.

Y- Competitive movement

N – Noncompetitive movement

Appendix D

INTERVIEW/PANEL GUIDANCE

EVALUATION AND INTERVIEW MATRICES

Electronic spreadsheets similar to this sample should be used to automatically calculate total scores. Supervisors and panel members are to evaluate information specifically addressed on the resume or during the interview. Other personal knowledge should not be considered, nor should assumptions be made about experience, or training not specifically addressed.

RESUME SCORING MATRIX (INDIVIDUAL PANEL MEMBER)						
PANEL MEMBER: _____						
	Element #1	Element #2	Element #3	Element #4	Element #5	Total Score
Candidate 1						
Candidate 2						
Candidate 3						
Candidate 4						
Candidate 5						
Candidate 6						
Candidate 7						
Candidate 8						
Candidate 9						
Candidate 10						

RESUME SCORING MATRIX (CONSOLIDATED PANEL TOTAL)				
	Panel Member #1	Panel Member #2	Panel Member #3	Total Score
Candidate 1				
Candidate 2				
Candidate 3				
Candidate 4				
Candidate 5				
Candidate 6				
Candidate 7				
Candidate 8				
Candidate 9				
Candidate 10				

INTERVIEW SCORING MATRIX (INDIVIDUAL PANEL MEMBER)						
PANEL MEMBER: _____						
	Element #1	Element #2	Element #3	Element #4	Element #5	Total Score
Candidate 1						
Candidate 2						
Candidate 3						
Candidate 4						
Candidate 5						

INTERVIEW SCORING MATRIX (CONSOLIDATED PANEL TOTAL)				
	Panel Member #1	Panel Member #2	Panel Member #3	Total Score
Candidate 1				
Candidate 2				
Candidate 3				
Candidate 4				
Candidate 5				

TOTAL PANEL SCORING MATRIX							
	Panel Member #1		Panel Member #2		Panel Member #3		Total Score
	Resume	Interview	Resume	Interview	Resume	Interview	
Candidate 1							
Candidate 2							
Candidate 3							
Candidate 4							
Candidate 5							

Appendix D (cont)

INTERVIEW GUIDANCE

In cases where interviews are conducted, the following guidance applies.

1. INTERVIEW QUESTIONS:

a. The screening panel will evaluate the total scores of the candidates and determine a clear and obvious break in points. This process will determine the best qualified candidates for the position. The screening panel will then interview all candidates whose scores are above this break in points.

b. Panel members will be consistent with all candidates in the administration of questions. Panel members will not deviate from the set of questions UNLESS it is a follow-on question to the original question in order to clarify a response from the candidate.

c. The screening panel will convene for the purpose of evaluating all candidates on the referral list. The execution of the screening procedures will be within the context of EEO laws, regulations and policies. Fairness and objectivity will be strictly observed and ratings will be based on information contained in the resume or specifically addressed during the interview process. If the panel chairperson determines there is a significant difference between the scores given to an applicant, he/she may discuss with individual panel members how the scores were achieved. After discussion, panel members will be given an opportunity to change their scores for that individual, only if they feel it is appropriate. The panel chairperson, explaining either why the change occurred or why the scores stand as originally submitted, will prepare a memorandum for record. Interviews may be via telephone or video teleconference for off-site candidates, but otherwise must be conducted in a consistent manner for all candidates. The screening panel will recommend the top three candidates to the selecting official. If there is a tie that results in more than three candidates, the panel will recommend those additional candidates to the selecting official.

d. Do not give interview results undue weight in determining the best-qualified candidate. If the panel screens resumes and conducts interviews, the interview process shall not constitute more than 50% of the total final ranking.

Appendix D (cont)

2. INAPPROPRIATE INTERVIEW QUESTIONS:

a. Interview questions should be concerned with the experience, training, skills, etc. These answers should provide evidence of whether the candidate possesses job-related knowledge, skills or abilities (KSA) one is looking for. For example, one may examine the KSA of "ability to give oral presentations to large groups" in the interview. A good interview question might be: "What experience have you had in giving oral presentations to large groups?" In the questioning, one could ask the size of the group addressed, if audiences addressed were hostile, and to what extent the candidate participated in preparing the presentation. This type of question is objective; it does not "lead" the candidate to an answer. Rather, it seeks to find enough information from which to make a decision and it is job related. Incorrect questions for this KSA would be: "Do you have trouble speaking before large groups?" "Can you speak well?"

b. Do not formulate hypothetical cases and ask they provide possible solutions. For example, typically found in leader positions is the KSA the "ability to delegate work." A good interview question would ask: "What experience do you have in delegating work, what was the workload, how many subordinates did you lead, what were the situations?" Do not ask: "What would you do in the following situation: You have 1,000 cartons of widgets to deliver, your clerk is on leave, how do you get the cartons delivered?" This type of question is not objective and there are no right answers.

c. Some questions have been included in so many interviews that candidates may expect them. An example of this type of question would be: "Why do you want this job?" There is no right answer. Candidates tend to have prepared answers for these kinds of questions aimed at what they think interviewers want to hear. This type of question adds nothing to the interview.

d. Gear the vocabulary used in interview questions to the level of the candidates. Do not use specialized terminology, organizational abbreviations and so forth, which may intimidate or confuse the candidate. Some areas are sensitive and should not be part of the interview. Be aware of legal and illegal subjects. One may address legal areas in the interview, but the questioning should be tactful and appropriate for the job (see Interview Subjects chart below).

Appendix D (cont)

INTERVIEW SUBJECTS

<u>SUBJECT</u>	<u>ILLEGAL</u>	<u>LEGAL IF JOB RELATED</u>
AGE	Any question which tends to identify applicants between 40-64 years of age is illegal. EXAMPLE: "Do you remember the 1940 election?"	There is no legal question you can ask regarding this subject. The CPOC may request documentation to verify age, if necessary, to ensure legally set minimum age and maximum age limits are met.
CITIZENSHIP	Any of the following questions can not be asked: Are you a citizen of the United States? Are your parents/spouse a US citizen? When did you acquire US citizenship? Are you/ spouse/parents native born or naturalized?	There is no legal question you can ask regarding this subject. The CPOC may request documentation to verify citizenship requirements, if they exist for the job being filled.
NATIONAL ORIGIN	Any one of the following questions can not be asked: What is your national origin? What language is spoken in your home? What is your native language?	There is no legal question you can ask regarding this subject.
RACE/COLOR	You may not asked any question that directly or indirectly relates to race or color.	There is no legal question you can ask regarding this subject.
RELIGION	The following questions can not be asked: What church do you attend? What religious holidays do you observe?	There is no legal question you can ask regarding this subject.
SEX	You may not ask any question which inquires as to one's gender. For example: What are your plans regarding having children in the near future? Do you mind having a male/ female leader? Can you work with a group of men/women?	There is no legal question you can ask regarding this subject.
<u>SUBJECT</u> MARITAL STATUS/FAMILY	<u>ILLEGAL</u> Any of the following questions can not be asked: Are you married? Divorced? Widowed? With whom do you live? Do your children live with you? What ages are your children? Is your husband/ wife in the military?	<u>LEGAL IF JOB RELATED</u> There is no legal question you can ask regarding this subject. The CPOC may request documentation to verify if other family members work at the installation to fulfill OPM requirements.
EDUCATION	You may not ask questions that specifically ask the nationality, racial, or religious affiliation of a school; the candidate's education level in general, if not related to the job being filled.	You may ask questions concerning a candidate's academic, vocation, or professional education as long as it pertains to KSAs related to the position being filled.
ORGANIZATIONAL AFFILIATION	You may not ask the following question: To what organization, societies and clubs do you belong?	You may ask questions related to this subject, if they are related to the job being filled, and how the candidate's participation in the organization may fulfill the KSAs.
POLICE RECORD	Do not ask: Have you ever been arrested?	If the job being filled has special requirements (i.e., bonding), you may ask a question such as: In order to fill this job, you must be bonded. Does this present any problems?
WORK SCHEDULE/TRAVEL	Do not ask any questions that relate to child care, ages of children or other non job-related areas.	If the job being filled has special requirements (i.e., travel, overtime, unusual hours, etc.), these conditions may be stated. For example: In this job you would have to travel 1 week in every month. Does this present a problem?
MILITARY DISCHARGE	The following question may not be asked: Were you honorably discharged from military service?	There is no legal question you can ask regarding this subject. The CPOC may request documentation to verify this information if there is a requirement to do so.
<u>SUBJECT</u> ECONOMIC STATUS	<u>ILLEGAL</u> The following questions may not be asked: Do you have a good credit rating? Do you have any trouble with bills/collection	<u>LEGAL IF JOB RELATED</u> There is no legal question you can ask regarding this subject.

Appendix D (cont)

3. INTERVIEW TIPS FOR PANEL MEMBERS AND JOB CANDIDATES

a. For Panel Members:

(1) Ensure that all panel members understand the rating criteria and what selecting officials are seeking from the interview.

(2) Schedule the interviews to allow sufficient time for each interview. Do not rush the candidates.

(3) Ensure candidate knows what the job is and the office location. Due to reorganizations, it is not always clear. This will ensure candidate relates his/her experience to the appropriate job. While setting up interviews, be sure to identify the job and office when talking with the candidate.

(4) Introduce all panel members to the candidate.

(5) Eliminate or limit the number of multi-part questions.

(6) Do not ask questions regarding illegal subjects.

(7) Ensure ratings are supported by comments provided during the interview. Candidates must describe their experience and verbalize it during the interview to be given credit.

b. For Job Candidates:

(1) Take your time - this is your interview. Gather your thoughts and do not rush your answer.

(2) If it would help, bring and refer to notes that relate to your qualifications/experience for the position.

(3) Use "I" in interviews to show what you have done. We are team focused and team players; however, in interviews the key is what you as an individual have done. "I" is specific in who did something. "We" is too general and unspecific to indicate your role and leaves questions in the minds of panel members.

(4) Do not assume the screening panel members are familiar with your work. You must verbalize your experience - if you do not say it, it will not count even if panel members know you have done something related to the question.

Appendix D (cont)

(5) Panel members will generally repeat the question, however, it is a good idea to bring paper and pen and write down the question to ensure that you are responding to the question asked. Sometimes questions have several parts and you must answer all parts in order to ensure a complete answer for the panel members.

(6) If in doubt, ask the panel members what the ground rules are for the interview.

(7) When asked a question concerning a job responsibility and your experience performing it, be sure to relate your experience to that requirement identified in the question. Some candidates identify their experience in a not-so-related field and assume the panel will make the connection. Unless the experience is exactly what the requirement is, help the panel and yourself by making that connection.

(8) When asked for your experience in performing a task, the question sometimes is whether to cover many examples briefly, or focus on one or a few in more detail. Normally, it is more impressive to describe one or two examples that give the in-depth, specific details the panel is looking for - what you did, the level of management or higher HQ involved, the significance of that action, and the outcome. Also, do not jump back and forth between the examples. Complete a description of one, and go on to the other. If, however, the question relates to how many of the actions you performed, then the broad-brush summary showing quantity rather than detail may be more important.

(9) If you have questions for the panel members, ask them once you complete your interview.